

**Minutes of the
Military Education Coordination Council Working Group (MECC WG)
27 September 2006
JS Conference Room, 1E1049, Pentagon**

ATTENDEES

Principals

Col Jerry Lynes, JS J7
(Chairman)
Dr. James Keagle, NDU
Dr. Bruce Murphy, AU
Dr. William Johnsen, USAWC
Dr. Suzanne Logan, AWC
Col Thomas Griffith, NDU, NWC
Dr. Alan Whittaker, ICAF
Prof William Spain, Naval War
College
CAPT Brooks Boatwright, JFSC
Dr. Mimi Stout, MCWAR
Mr. John Lipps, JFCOM
Col Jim Moschgat, ACSC
Dr. Wendell King, CGSC
Dr. Doug McKenna, MCCSC

Other Attendees

Dr. Brian Maher, JSOU
Dr. Ken Pisel, JFSC and DLCC
Maj Brent Heppner, MCU

Col Stephen Wright, AWC
Dr. John Yaeger, ICAF
Mr. R. Joseph DeSutter,
NDU/SNSEE
Prof Budd Jones, ACSC
Capt Heather Meyer, AF/A1DLE
MAJ Kelly Carter, Army G-3/5/7
LT Fred Stewart, OPNAV N17
CAPT Patricia Miller, OPNAV N123
LCDR Donna Kaspar, OPNAV N123
Mr. Hank Richmond, OSD
CDR Lesa Kirsch, OSD P&R
COL Richard Lacquement, OSD
Lt Col Greg Hermsmeyer, OSD
Lt Col Clay Benton, AU
COL Larry Smith, JS J7
LtCol Brent Goddard, JS J7
Lt Col Julian Tolbert, JS J7
LTC Chris Lusk, JS J7
Lt Col Victoria Bowens, JS J7
MAJ Kathleen Baldino, JS J7
Mr. Jack Roesner, JS J7

1. **Welcome/Agenda.** Col Lynes provided opening remarks and welcomed attendees. Introductions were made and the agenda was reviewed.

2. **“Once Around the Pattern.”** COL Smith reviewed items of significant interest to the Working Group including:

a. Upcoming Changes in JEB Personnel/Manning. COL Smith recognized MAJ Kathleen Baldino as the newest USAR member of the JEB team and pointed out that JEB will be bringing on a new contractor soon to provide planning and operational support for all JEB programs. Lt Col Jules Tolbert departs JEB effective 29 Sep 06.

b. Strategic Plan for JOM and JPME. The Strategic Plan was submitted to Congress in Jun 06. Very few changes have been made. Is a step toward CJCS' JOD Vision as it addresses officers, enlisted, reserve, and civilian components.

c. PDM Cultural and Regional Awareness Study. JEB reviewing the final draft. After formal chop, final study results will be submitted through the DJ-7 to DJ-8 to close out the tasking.

d. DODI 5160.xx Input/Comments. JEDD continues to push back on OSD's efforts to include language in JPME. JEBs comments tried to redirect the language requirements to the training and self-development pillars of the learning continuum. Although OSD, DLI has taken the lead for language, they are reluctant to take on culture and regional awareness. Appreciate the MECC WG communities' comments on such short suspense. Your knowledge and insight helps shape our approach.

e. Irregular Warfare (IW) Execution Road Map. Provided an update on the status of the three tasks in J7's lane; 2.6.2, 2.6.7, and 2.6.8.

(1) **2.6.2. (IW Education and Training Measures).** Plan for improving joint and Service professional military education and training for the conduct and support of operations and activities associated with IW has been developed and will be staffed with the Services and Combatant Commands. Doctrine community is working to develop a precise IW definition and will vet proposal at the next Doctrine Party. JEB consolidated Service initiatives with respect to IW training and PME support.

(2) **2.6.7. (Annual Training Guidance and Exercise).** CJCS Annual Joint Training Guidance updated to include IW as a high interest training issue. Guidance is on the CJCS' desk for signature.

(3) **2.6.8. (Develop a plan that Ensures a cadre of DoD Strategists and Campaign Planners are competent in IW).** Plan has been developed and staffed with the Services; next step is to submit to DepSecDef for approval.

f. Building Partnership Capacity – QDR 2006.

(1) This asks us to look at how we build a National Security Officer, analogous to the JSO concept, with a focus on the interagency (IA) and civilians. JEDD wants to assist in the development of their training and education program by leveraging the skills, experience, knowledge, and insight of the MECC WG. MECC WG member schools would make up the team.

(2) A component that can help focus BPC efforts and prioritize resources is the Security Cooperation Guidance (SCG). By extracting country prioritization guidance, for example, a school can determine which foreign war college to support and/or where to send faculty for development trips. Should also help justify approval and funding for these type of initiatives by referencing the SCG.

g. Working Actions

(1) **DODD 3000.05 and military support to SSTR.** Defer to COL Lacquement's brief later.

(2) **Training Transformation Implementation Plan (T2IP).** JEDD is tracking tasks assigned in the T2IP to include a doctrine and JPME initiative update to the T2 JIPT. J7 will update the T2 ESG on 25 Oct 06.

(3) **Training Transformation Interagency, Intergovernmental and Multinational Tasks (TIM2).** JEDD is coordinating with the TIM2 development team for an Interagency learning continuum. TIM2 is focused on development of an “all for some” learning framework which is intended to complement the “some for all” framework of JPME.

(4) **Chairman's Chair Program.** Chair nominations require a nomination letter and biography from the school/college or Service to JEB. JEB will forward to VDJ-7 for review and approval of telephonic interview. Once approved for telephonic interview with the VDJ-7, nominees call the J-7 front office to schedule the interview. After successful interview, nomination package will be forwarded to CJCS for approval. Current packages are upstairs. Recommend interviewees set up telephonic interviews.

(5) **Enlisted Military Education Program.** The EMERC was held on 24 May 06 and went very well. Several issues came out of the EMERC that are working. Since the program is so new and has so many new requirements we do not want to apply too much pressure. Therefore, the Fall EMERC WG has been pushed back to Spring '07.

(6) **G/FO Conference.** Scheduled for 5-6 Oct 06. Schools will review course curriculums and discuss the OPMEP.

Q. USAWC: LTG Wallace asked if JFOWC needs to be maintained, is it a redundant obsolete course?

A. Should be an issue for the G/FO conference to make recommendations to the MECC WG and MECC.

NDAA '05 describes three phases of officer development and specifically identifies CAPSTONE as the course for Phase III (not intended to be renamed JPME III). Therefore, JEDD is moving toward incorporating CAPSTONE into the PAJE process. NDU indicated that in recent discussions LtGen Wilson agrees.

(7) **Ukraine PME Reform Initiative.** COL Smith is working with NDU to do a pre-PAJE-like assessment for the Ukraine National Defense Academy. COL Smith will be going to Ukraine to support this OSD effort. If we decide to proceed, there may be an opportunity to seek additional support from the PME schools to help with the assessment. Will keep you posted on this initiative.

(8) **Information Operations (IO).** JEB attends the IO Board of Advisors (BOA) working group (WG) and holds a seat on the IO BOA WG. The IO BOA is working with the Naval Postgraduate School, as the SECDEF designated IO center of excellence, to develop 12 month graduate level education options. J-7 JEB works with the J3 to cover any of the Chairman's education equities embedded in any IO issues. Since the OPMEP has expanded to include more IO requirements, the last four PAJEs have rendered "yellow" cards to schools for their inability to properly incorporate IO into their curriculum. One theme is that schools are treating strategic communications as IO. JEDD may approach the IO BOA WG for assistance in developing a plan for SMEs to consult with the MECC schools on ways to better incorporate IO into the curriculum.

(9) **Joint Military Intelligence College - JPME Initiative.** NDU remembers this being put on the agenda several years ago and it went to the MECC. The principals decided to reject it primarily due to the curriculum. PAJE will not compromise OPMEP standards with respect to curricula content, student mix, and faculty:student ratios. CNW indicated that the student mix will be difficult to attain. When ready, the MECC WG is willing to review their proposal.

(10) **AOASF JPME II Initiative.** This is an Army advanced planners course taught at the intermediate level college, but is a senior level program for LTCs. Concept looks very solid to become JPME II.

(11) **Coordinate Advanced Course Curriculum.** J7 is sponsoring an advanced course curriculum conference to review IW curriculums. J7s involvement is purely one of inclusion.

(12) **PAJE Update.** DJS approved an abbreviated PAJE assessment of ICAF/NWC, off-site approach. In the future, PAJE approach for minor infractions may be for self studies to resolve yellow/red card areas. A smaller PAJE team could then visit and concentrate only on those specific areas.

3. **Joint Doctrine Update.** JDEIS portal is fully operational. JEL will eventually stand down with the exception of approved pubs and FOIA releasable documentation. Still working through remote access with PKI/CAC issues. The Joint Doctrine Survey has been completed and the results were briefed.

Q. As the terminology gatekeeper for doctrine, are there any efforts to construct a thesaurus to assist in crosswalking terminology?

A. No. Not a bad idea though.

Q. What is the status of the Instructional JSCP, the current copy is from 2002?

A. This was brought up during the Joint Faculty Education Council (JFEC) as well. The J5 is still working the JSCP update. The Instructional JSCP will be developed thereafter.

JSCP UPDATE: The J-5 has completed the update. The DJS will task for an update to the instruction in Dec 06. JS J5 anticipates that the instruction will be updated after the first of the year.

4. **Distance Learning Coordination Committee (DLCC).** Dr. Pisel highlighted key points from the recent DLCC Conference held in early September:

a. He discussed the idea of targeting low-hanging fruit providing the highest potential for sharing Sharable Content Object Reference Model (SCORM) content.

b. The PKI/CAC access initiative poses some limitations. DL programs will be affected when JTF-GNO begins to enforce Phase II of their implementation plan in approximately 12 months.

c. There is a point of dynamic tension between PAJE and SCORM. As PAJE and Service institutions reward DL programs for mirroring in-residence programs, the SCORM requirements in DODI 1322.26 demands DL programs begin to mirror each other. Therefore, we must either adapt the OPMEP or get relief from the DODI. The DLCC will review the OPMEP during the Spring '07 Conference with an eye toward identifying a resolution to that problem.

d. The Spring 2007 DLCC conference titled "Culture & Language via DL" is scheduled to be held in Monterey, CA at the Naval Postgraduate School. This will leverage the proximity to DLI.

e. As a separate issue, Dr. Pisel asked for the WG's approval for closer ties between the MECC element of the DLCC and EMERC representatives. The intent is that a combined/collaborative approach will work for process issues and we would have break-out sessions to discuss content. MECC WG approved.

f. The Senior Enlisted JPME online course is funded. JFSC will soon hire additional personnel to begin further course development.

5. **Next OPMEP Update.** Moving toward a competency based OPMEP. The Caliber study came back with only one truly joint competency.

Action Item: JEB will solicit Service, COCOM, and NDU comments via a JSAP; courtesy copy email to the MECC WG members to capitalize on the WGs knowledge and insight.

Naval War College wants to get and fully understand the OSD sponsored report to Congress (FY05 NDAA tasking due 15 JAN 07) before going forward with any OPMEP changes.

6. **Enhancing DoD Learning on Interagency Processes and Integrated Operations.** The draft DoDD on Integrated Operations has completed the formal SD-106 coordination process and is in OSD/Policy on the way to the DepSecDef. The draft DoDI on Interagency Coordination Groups has been shared with SMEs and is awaiting OSD/Policy action to enter formal SD-106 coordination.

Q. Did not see any enlisted actions?

A. The actual proposal includes Officer/Enlisted/Civilians.

Q. How many agencies/depts do people need to know this on?

A. 15-22

Q. Is there a prioritization of organizations?

A. Not at this time.

JEDD commented this is a work in progress. These tasks need to be parsed out in the training and PME continuum venues. The group agreed this was a relevant area for study and discussion. Mr. Richmond thanked everyone for the opportunity to share this with the MECC community and invited all to view the draft DoDD on Integrated Operations. They are in the midst of an on-going discussion and would benefit from MECC WG input.

Action Item: Mr. Richmond will forward access information for the draft DODD on Integrated Operations to Col Lynes, who will in-turn forward to the MECC WG members.

**** Action completed! ****

7. **Information Assurance Special Area of Emphasis (SAE) Nomination Brief.** JTF Cdr needs to know the location of his communication nodes just like his SPOD/APOD locations for C2 purposes. He must have trust and confidence in the information provided in his Common Operating Picture. If accepted as an SAE the J6 agrees to travel at their expense to consult with Service colleges.

Comment: IO is already emphasized. IA is only one component to one of the core competencies of IO. Counter: Yes, but a trend in the last four PAJE visits has identified IO as a learning area lacking adequate integration in college curriculums.

It was also pointed out that prior business practice was that if a larger topic/subject was established as a SAE, then its sub-components would not be SAEs.

Ultimately, the group agreed to further discuss during the SAE portion of the meeting.

8. **PAJE Staff Assistance Visit Initiative.** Overall, everyone agreed with the concept of a SAV before the Self-Study. Main concern was that the danger of this "optional" program becoming "mandatory." Especially if formalized and codified in the OPMEP.

Action Item: Need to change the word “mandate” to “permit.”
**** Action completed! ****

9. **Senior Joint IO Applications Course.** AUs goal is to provide a quality IO course for G/FOs. Formerly the Senior Information Warfare Applications Course (SIWAC). This is a one-week course consisting of a curriculum based on guest speakers only. AU has MOUs with all the Service schools. Each Service will fund the TDY costs for their attendees, while AU funds travel/per diem costs for the speaker instructors.

Q. Should JTF Commanders attend?

A. Recommended attendees are those G/FOs that are currently in positions or slotted to fill positions to execute IO requirements.

Q. What is the benefit for this course to be in the OPMEP?

A. It raises the credibility of the course and puts it on the level of CAPSTONE where the curriculum is more closely managed and the product is refined.

Proposal has merit since IO is a core competency and therefore not on the same level as the G/FO functional courses. NDU commented that as an additional course of action, this course could potentially be incorporated into the CAPSTONE course.

Action Item: Consensus was that the course should be represented at the G/FO conference next week, 4-5 Oct, and also should be briefed to the MECC in Nov 06 before proposing it for inclusion in the OPMEP.

10. **SLC JPME Phase II Status Report.** Several issues were discussed surrounding a current MOA for assigning military faculty to JPME II SLCs. It was recommended that a similar MOA be developed for JPME I Intermediate Level Colleges.

Action Item: J7 will work up a word picture of a JPME I MOA to mirror the JPME II MOA.

11. **SSTR Update and COE Brief.** First update was recently briefed to the SECDEF. The education community is leaning forward with adapting curriculum. The Chair program appears to be similar to the OFT Chair program where they were perceived as spys on campus. This concept was ultimately found to be incompatible with the education mission. Overall, the consensus was they liked the idea of chairs, but the governance piece needed to be worked out in advance.

Action Item: J7 will include the briefings on the JEL and provide the contact information of the briefers.

12. **SAE Review.** The feeling of the majority of MECC WG members was that the JFEC is spending too much time on SAEs. The JFEC is supposed to be a venue where faculty can go to share new ideas and learn from each other.

SAEs were reviewed and discussed. The following were the results:

- (1) Countering Ideological Support to Terrorism (CIST); **Retain**
- (2) Military Support to Security, Stability and Reconstruction Operations (SSTRO); **Retain**
- (3) Global Force Management; **Strike out**
Needs to go back to J3 for additional/better tools to support curriculum.
- (4) Joint Logistics/Distribution Process Owner; **Strike out**

(5) Joint Command and Control; **Strike out**

Description is not current. Needs to be rewritten to include roadmap initiatives, etc., and needs to describe what is not being done.

(6) a. Operational Net Assessment (ONA); **Retain**

b. Effects Based Approach to Joint Operations; **Strike out**

These SAEs were two separate items on the 2006 SAE list. The JFEC recommended these be combined. Upon JFCOM and other discussions, the MECC WG decision was to break this SAE back out into the original two separate SAEs.

(7) Irregular Warfare (IW); **Retain**

Doctrine needs to define "IW."

(8) Information Assurance (IA); **ADD (tentative upon description rewrite approval)**

Discussed the addition of the IA SAE briefed earlier by the J6. Consensus was to tentatively accept IA as an SAE. The J6 would need to rewrite the SAE and definition to reflect more closely what was briefed. The description needs to take a broader approach that captures the major points in the National Military Strategy for Cyberspace and adequately focus on the strategic/operational level.

Action Item: J6 to rewrite the SAE description. Then, J7 will electronically staff with the MECC WG for consensus and acceptance before the MECC in November.

13. MECC WG Open Discussion Items:

a. **TOEFL Standards.** Dr. Johnsen submitted an information paper indicating some SLCs have used differing TOEFL scores as standards of admission to their respective master's degree programs (e.g., USAWC uses 220 on the computer-based test, while past coordination indicates that AWC and NDU, for example, use 207). This has created some tensions at USAWC, as International Fellows (IF) from the same country, but at different institutions, believe they have been treated differently. Because USAWC uses a higher score, this usually results in the USAWC IF feeling slighted. However, the Educational Testing Service (ETS) is introducing a new internet-based test, TOEFL® iBT, which may allow the SLCs to synchronize our minimum scores, while possibly raising standards. For a comparison of the paper-based, computer-based, and internet-based tests, see

http://www.ets.org/Media/Tests/TOEFL/pdf/ngt_percentile_information.pdf.

b. **Curriculum Sharing and CoComs.**

c. **Standard 4: Surveying Joint Leadership.** USAWC was told "No" to their request for surveys. CNW has been waiting 18 months for a response. Will ask CoComs for OPMEP review. JTD is asking the CoComs what skills they expect officers to have prior to reporting for duty... it will be necessary to parse development of skills to JPME, Joint Experience, or Joint Individual Training. With this data the J7 will work with the colleges to review curriculum to conduct a gap analysis. Survey data is also an important part of this process. If the MECC colleges can't survey their graduates, who can and how?

Action Item: J7 will look into this further. An option is that the MECC WG could produce a generic survey and the J7 will send out a JSAP for results.

d. **Next MECC Meeting.** The Director, Joint Staff recently selected Carlisle as his choice for an off-site for the next MECC meeting, Tuesday, 21 Nov 06, the week of Thanksgiving. JEB sent an email through the DJ-7 to the DJS outlining the three choices of schools that volunteered to host the event. The DJS selected Carlisle.

e. **Agenda for MECC.** J7 will solicit your input for agenda items. Possibility exists for there to be a MECC social on Monday evening before the MECC meeting. Usual practice is to include MECC principals plus one, not counting aides, and the JS members.

Action Item: J7 will solicit MECC WG for agenda items.

Action completed! J7 JEB sent out an email requesting MECC topics NLT 11 Oct.

f. **New MECC Principals.** JEDD Chief put out a reminder to all members to notify JEDD of any new G/FO principals that have not received JEDDs briefing. J7 likes to give all new principals the JEB 101 brief. We also provide the principals with a packet containing the CJCS' Vision, the JOD Vision, the OPMEP, and prior PAJE reports with appropriate highlights. New principals can travel to the pentagon or J-7 JEDD can travel to your location.

g. **Close Working Group.**